

11 August 1981

MEMORANDUM FOR: Chief, Position Management and Compensation Division,
Office of Personnel

FROM: Chief, Translation Services Staff, Production Group,
Foreign Broadcast Information Service

SUBJECT: FLASC Assessment of the Alternate Work Schedule Experiment

REFERENCE: OP Notice No. 20-81-15, dated 11 June 1981 (The
following memorandum is keyed to the reference.)

A. Scope of Report

The FLASC experiment with the creative use of Alternative Work Schedules (AWS) has fostered several material and psychological benefits which argue strongly for the continuation of the program. FBIS/FLASC (the Foreign Language Service Center) is a four-person staff of multilingual intelligence officers whose mission is to serve the priority translation needs of all Headquarters components. The office roster includes three GS-11 Intelligence Officer-Foreign Documents positions and a GS-12 supervisor. As of the end of June 1981, 15 months have passed since FLASC began its experiment with compressed time. During this period as before, the staffing pattern of the four-position FLASC team has been subject to frequent adjustments reflecting the need to accommodate TDY's, vacations, illness, dental appointments, etc. The chart in Appendix A outlines the variety of configurations of compressed and flexible time used in FLASC during the 15 month period. Prior to April of 1980 FLASC officers were permitted liberal use of flexible time, but detailed records are not readily available.

B. Areas of Particular Impact

- (1) Efficiency of Government operations - Conclusions about changes in:
 - (a) Productivity: Total production during the 15-month experimental period (April 1980-June 1981) during which both compressed and flexible time were in effect increased 8.4% compared to the previous

SUBJECT: FLASC Assessment of the Alternate Work Schedule Experiment

15-month period (7,007 pages of finished translations as opposed to 6,419; or, on a monthly average basis, 467 pages compared to 428).

Although flexible hours proved to be a useful innovation, it was with compressed time schedules that the most interesting gains were achieved. The record indicates a direct correlation between the number of employees taking advantage of compressed time schedules and increases in office productivity. For example, during April 1980 when two employees (50% of staff) were on compressed time, monthly production reached 510 pages of translations. A few months later (July-September 1980) when only one employee (25% of staff) opted for a compressed time schedule, production fell by 12.4% to 447 pages per month. In the following months of October 1980 to May 1981 when compressed time schedules again accounted for 50% of staff time, production rose by 11.2% to 497 pages per month. Most importantly, even the lowest monthly production figures (447 pages of translations with 25% of staff on compressed time) exceeded by 4.25% the monthly average for the 15-month period immediately preceding the initiation of compressed time.

The influence of compressed time scheduling on productivity is probably attributable to the fact that normal customer contact at FLASC does not begin until about 0845 hours. Thus, FLASC's compressed time officers, who begin work at 0600, have about 2 1/2 to 2 3/4 hours of uninterrupted "quiet time" before being distracted by the arrival of new business. This, combined with the fact that the 0600 crew will normally take an earlier lunch break at 1000 or 1030 and then work through the normal lunch period (another quiet time) provides a total of 3 1/3 to 3 3/4 hours for maximum concentration and productivity--a luxury not enjoyed by regular time personnel.

- (b) Usage of sick leave and annual leave: During the 15 months that compressed time has been in use (April 1980-June 1981), annual leave totalled 524 hours while sick leave totalled 263 hours for a combined figure of 787 hours of leave. Compared to the previous 15-month period (during which flexible time but not compressed time was in effect), this represents

SUBJECT: FLASC Assessment of the Alternate Work Schedule Experiment

a decrease of 22% in the use of annual leave and a decrease of 36% in the use of sick leave for an overall decrease of 27% (see Appendix B for details).

- (c) Employee turnover: There seems to be no effect on employee turnover. During the 15-month compressed time period, three persons left their positions at FLASC--a figure that was exactly matched in the 15-month period prior to the initiation of compressed time. (Note also that these departures appear to have been for personal reasons not associated with the working environment).
 - (d) Number of overtime hours experienced: (No data available for comparison purposes.)
 - (e,f) Job satisfaction and morale: Alternative Work Schedules--both flexible time and compressed time--have proven to be effective management tools providing an incentive to FLASC employees and stimulating high morale. The opportunities for concentrated effort during quiet morning hours and the ability to shape the work hours to meet off duty interests have measurably contributed to job satisfaction in FLASC. Those on compressed time have consistently been among the most productive officers, and they frequently cite the Alternate Work Schedules as directly supporting their comfort and quality of work. Absence from work has also decreased significantly during the program.
- (2) Mass transit facilities and traffic

None of FLASC's officers use public transportation or the Agency's shuttle bus for commuting purposes. All drive both to and from work with 50% of the staff using car pools and flexible time scheduling (i.e., the option of choosing work stop/start hours to establish mutually-agreeable working hours). In one case, flexible time results in considerable savings in fuel, "nerves," and car depreciation/insurance/maintenance costs. Gasoline savings alone on this individual's 52 mile, one-way commute being 30 gallons or \$40 per week. Ancillary vehicle operating costs would easily bring this figure into the \$50/week range.

SUBJECT: FLASC Assessment of the Alternate Work Schedule Experiment

Savings for the other car pool arrangement are not as dramatic, but nevertheless real. Also, this second car pooler finds flexible time arrangements ideally suited to accommodate baby-sitting and pre-school schedules.

Finally, compressed time allows the other FLASC officers to realize considerable savings in commuting time and costs by utilizing off-peak hours. One officer estimates the time savings at 1/2 hour per day in his travel to and from Headquarters.

(3) Increased opportunities for full- & part-time employment

No impact has been discerned that can be attributed to the experimental schedule. The FLASC staff has always consisted of full-time officers with no consideration given to part-time positions.

(4) Individuals and Families Generally

Family, child care and life style factors have weighed rather heavily upon the selection of working hours. Each employee in FLASC has chosen a specific work schedule that is best suited to his individual and family needs.

In one instance, compressed time allows for the use of a "three-day weekend" to be spent with family and to take care of personal affairs. This is of considerable importance to this individual's overall job satisfaction and morale, particularly at this juncture late in his career with no new challenging horizons or advancement opportunities visible.

Another officer is currently employed after hours on a part-time basis and, as such, is availing himself of the late shift (0830-1700) in order to reduce his afternoon commuting time and to provide for extra rest in the evening.

Flexible time has been a blessing to a third employee as well whose wife works during the evenings on a part-time basis. This officer has opted for the later shift in order to provide extra rest in the mornings in adjustment to his wife's late evening arrival at home (0030 hours).

SUBJECT: FLASC Assessment of the Alternate Work Schedule Experiment

- C. Special problems encountered such as excessive requests for exceptions in work schedules, difficulties in accounting for time and attendance, staffing problems during peak workload periods.

No problems to report. On the contrary, alternate work scheduling has insured that an adequate complement of multilinguists is on duty during all peak activity periods, and the AWS has permitted enhanced service during unanticipated surges in activity. By extending the workday to 1700 and beginning the following morning at 0600, FLASC is in position to log in a short, priority job after the traditional close of business (1630) and have it completed without overtime by 0800 the following morning.

- D. Suggestions for Desired Changes in AWS Administration

STAT The FLASC experiment with AWS has been highly successful in improving the efficiency and service of the office as well as in meeting the personal needs of the staff. The experience argues well for the adoption of AWS on a permanent basis. FLASC supervisors have experienced no problems in pay and leave administration areas, and they have found no obstacles in the Agency regulations as written. In fact, as stated in HN [] dated 3 October 1979, Agency policy is sufficiently precise to avoid confusion, but broad enough to accommodate considerable creativity in the use of AWS.



STAT

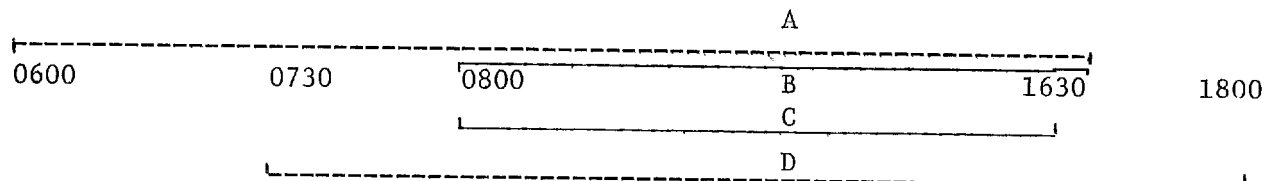
ADMINISTRATIVE-INTERNAL USE ONLY

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070010-5

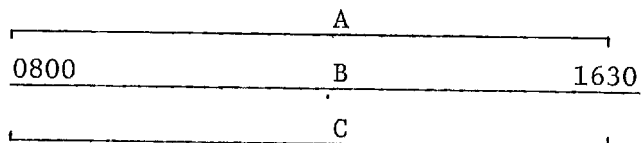
COMPRESSED TIME SCHEDULES IN EFFECT DURING THE
15-MONTH EXPERIMENTAL PERIOD FBIS/FLASC

Compressed Time----(10 1/2 hours, 4 days/week)
Flexible Time _____

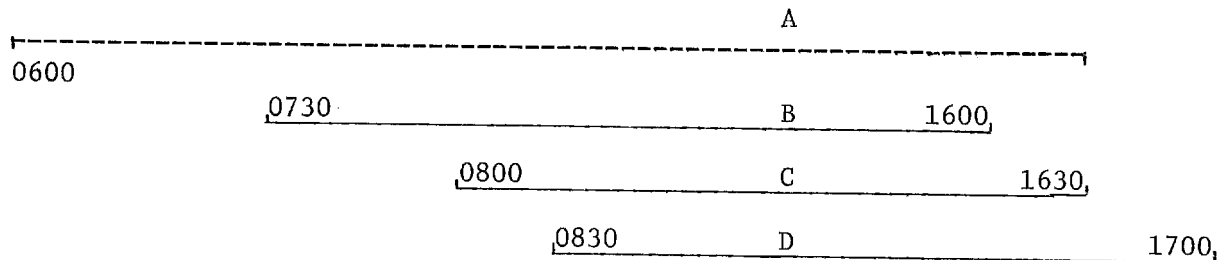
APRIL 1980



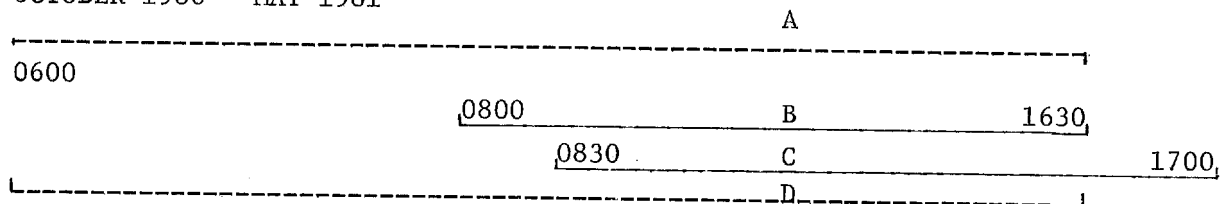
MAY - JUNE 1980 (experiment suspended during temporary staff reassignment and vacation period)



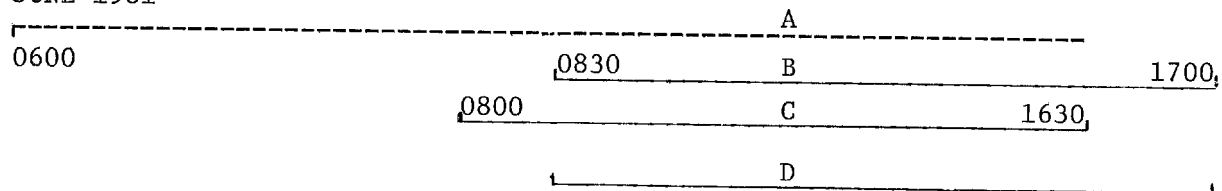
JULY - SEPTEMBER 1980



OCTOBER 1980 - MAY 1981



JUNE 1981



Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070010-5

ADMINISTRATIVE-INTERNAL USE ONLY

STAT

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070010-5

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070010-5

☐ UNCLASSIFIED ☒ INTERNAL USE ONLY ☐ CONFIDENTIAL ☐ SECRET

Approved For Release 2005/06/22 : CIA-RDP83-01004R000200070010-5

ROUTING AND RECORD SHEET

SUBJECT: (Optional)

FLASC Assessment of Alternate Work Schedule

FROM:

C/TSS/PROD/FBIS

EXTENSION

NO.

DATE

7 AUG 81

TO: (Officer designation, room number, and building)

DATE

OFFICER'S INITIALS

COMMENTS (Number each comment to show from whom to whom. Draw a line across column after each comment.)

RECEIVED

FORWARDED

1.

C/PROD

12 Aug 12 Aug RWS

2.

C/ADMIN

/PVT

12 Aug 81 JHW

3.

C/E&PS

12 Aug - 10

4.

DD/FBIS

8/13 m

5.

D/FBIS

13 Aug J

6.

C/PMCD/OP
1016 AMES

7.

C/PSS

8.

9.

10.

11.

12.

13.

14.

15.

A PMCD requirement. 2,